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U.S. War Manpower Commission

Training teamwork

Washington

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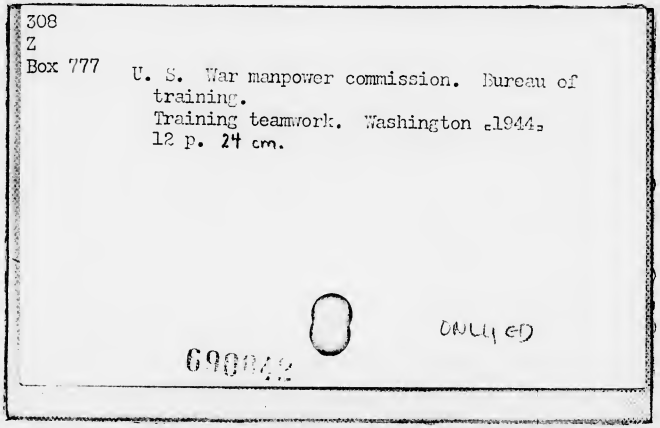

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TRAINING TEAMWORK

WAR MANPOWER COMMISSION

BUREAU OF TRAINING
APPRENTICE TRAINING SERVICE
Washington, D. C.

TRAINING TEAMWORK

Foreword . . .

JUST as labor-management committees have acted jointly in the speedy conversion of machinery, equipment, and processes, to bring world record production, so have the Joint Training Committees done a tremendous job in adjusting training systems and techniques during the emergency.

In Part I, immediately following, the operations of the Joint Apprenticeship and Training Committees in several plants are reported. They are intended as representative examples, having been selected from plants varying in products, location, and production problems, reported at different periods in the war production program. They were not chosen to demonstrate extremes of importance, or dramatic rescue from nigh-impossible manning difficulties—although such achievements have not been rare during the last two years.

> To distinguish clearly the "Labor-Management Committee" (War Production Drive) from the "Joint Committee" (Apprentice-Training Service), it is well at the outset to give definitions of each, supplied by the sponsoring agencies.
>
> War Production Drive: "A *Labor-Management Committee* is organized of representatives of management and labor to meet regularly to discuss mutual production problems and to work out solutions. It takes up *all* production problems—efficiency, salvage, tool care, suggestions, etc. It is not concerned with collective bargaining and grievances."
>
> Apprentice-Training Service: "A *Joint Apprenticeship or Joint Training Committee* is composed of equal representation of management and labor, appointed by the groups represented, to guide in the formulation and administration of an apprentice or other on-the-job training program. It is not concerned with collective bargaining and grievances."

Joint committees function in one way or more (in planning, advising, reviewing, and coordinating) in every formally-approved training program in the Nation. This is explained in Part II.

Through the examples in Part I, it is hoped that labor and management groups that are experiencing training difficulties in their plants, will see a similarity between their own problems and the problems in other plants that were solved through joint action.

The same Government agency that assisted the establishments described herein, is available to all industries.

THE APPRENTICE-TRAINING SERVICE,
WILLIAM F. PATTERSON, *Director*

PART I

Joint training committees in action are demonstrated in the following five examples. Each description here is part of a complete report in the files of the Apprentice-Training Service. The complete reports detail apprenticeship and short-term training programs in their entirety. Extracts presented here are only of references to joint committee organization and function, taken directly from each complete report. The latter are available upon request.

MANITOWOC SHIPBUILDING COMPANY[1]

Manitowoc, Wis.

The apprenticeship system of the Manitowoc Shipbuilding Co. is administered by a joint apprenticeship committee representative of management and employees. The idea of a joint committee was initiated by the management, and has the unqualified endorsement of the labor union with which the company has a bargaining agreement. Both parties agree that the apprenticeship program is successful, and the existence of a joint apprenticeship committee is reported to be conducive of improved labor relations and cooperation.

The Manitowoc Shipbuilding Co. builds steel ships and heavy machinery, including engines, boilers, industrial cranes, and paper-mill and cement-mill machinery. In cooperation with the Electric Boat Co. of Groton, Conn., it is at present manufacturing submarines for the Navy.

The plant is located in a medium-sized community of 24,000, in which it is one of the larger employers. A year ago it employed only 800 workers, but at present employs nearly 1,800.

The company's policy in training apprentices is to develop competent mechanics raised in the traditions of the yard. The nature of the work in the shipyard is similar to that of a large jobbing shop. Every item manufactured is built according to individual specifications. Every skilled worker has to be able to operate all kinds of machinery in his craft. Apprentices, therefore, must receive an all-round training.

The seniority practice at the company as regards apprentices varies according to the bargaining agreement with the individual trade. For example, machinist apprentices receive two years of seniority on completion of their apprenticeship; patternmaker apprentices, four years.

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Development of the Program

In 1915 the Manitowoc Shipbuilding Co. established an apprenticeship system on an informal basis. In 1940, however, feeling that the apprentices were not receiving adequate supervision on the job and were not being trained as thoroughly as was desired, the general superintendent of the company sought the cooperation of the labor organization at the plant in establishing the joint apprenticeship committee to handle problems of apprentice training.

The company has a bargaining agreement with the American Federation of Labor. The American Federation of Labor elected eight representatives from among company employees to meet jointly with the management as an apprenticeship committee entirely distinct from the grievance committee established under the general bargaining agreement.

The Joint Apprenticeship Committee held its first meeting during June 1940. Management representatives include the employment manager as chairman and apprentice supervisor; the company president, the general

[1] From report dated August 1941.

superintendent, the assistant superintendent, the machine shop superintendent, and the chief hull draftsman. The employees are represented by two members each from the shipbuilders, the machinists, the pipe trades, and the wood workers.

Since its establishment, the Joint Apprenticeship Committee has met 10 times. No set interval between meetings has been established; the committee meets on company time when called by the chairman.

The Joint Apprenticeship Committee has full responsibility for determining apprenticeship policy. Its decisions in this connection are carried out by the employment manager, who acts as chariman of the committee and apprentice supervisor for the yard. In all matters of administrative detail, however, the apprentice supervisor is responsible to the general superintendent.

There is no written set of standards or published description of this apprenticeship system. According to the State apprenticeship law under which it operates, it is necessary merely that the employer submit for approval to the State Industrial Commission each individual apprenticeship agreement he enters into with apprentices in his employ. To receive the approval of the State Industrial Commission, the agreement itself must be in conformity with the specifications prescribed by State law, and the schedule of training and the wage scale contained in the agreement must be acceptable to the Commission. All of the apprentices employed by this company are under indentures so approved; in other words, the company's training program as a whole has the approval of the Wisconsin apprenticeship authorities.

Functions of the Committee

The duties of the Joint Apprenticeship Committee at the Manitowoc yards are as follows:

1. To prescribe the terms and conditions of employment and training of apprentices.
2. To prescribe the minimum qualifications for admission to apprenticeship.
3. To select from candidates for apprenticeship those who shall be admitted to the training program.
4. To place these candidates under written apprenticeship agreements.
5. To recommend to the general superintendent and the various shop superintendents in what trade or department newly hired apprentices should be placed.
6. To determine and publish in detail the course of shop training which apprentices in each of the trades shall undergo.
7. To insure that apprentices are actually routed through the work processes specified in their schedules and in the length of time prescribed to each process.
8. To graduate apprentices, and participate with the State authorities in presenting them with Certificates of Completion of Apprenticeship.

Apprentices are not subject to periodic examination on their progress in shop and school. Disciplinary problems are handled by the shop foreman in cooperation with the supervisor of apprentices. The relationships between the apprentice supervisor, the shop foremen, and the members of the Joint Apprenticeship Committee are friendly and personal.

Appeals from the decision of the apprentice supervisor may be carried to the Joint Apprenticeship Committee.

SKAGIT STEEL AND IRON WORKS[1]

Sedro-Woolley, Washington

Skagit Steel & Iron Works demonstrates a comprehensive policy of training in a medium-sized plant. It has an apprenticeship program conforming to State (Washington Apprenticeship Council) standards and affecting three trades. It has a short term training program for men and women. The vocational division of the local high school provides preemployment and supplemental training for its workers. In cooperation with the vocational authorities, the plant conducts a part-time school and work program for some of its younger apprentices. And it has found that satisfactory replacements for younger men gone into the Armed Forces may be obtained from the ranks of older men with family responsibilities.

These programs have been established by management and labor in joint cooperative endeavor, and with the wholehearted support of both parties to the agreement.

An Example of Joint Action

More and more, as the war progresses, it becomes evident that most effective training results are to be found in those plants in which the relationships between management and labor are both formally recognized and personally friendly. This is well exemplified in the productive output and worker morale at the Skagit Steel & Iron Works, located about 100 miles north of Seattle.

The plant is not huge—it employs 425 workers, both men and women—but it has a long and useful history in the logging industry. Established at the turn of the century as a repair shop serving the needs of local mills and camps, it has steadily grown to become one of the largest plants manufacturing logging machinery on the Pacific Coast. Until it transferred its attention more particularly to the manufacture of hoisting equipment under Army, Navy, and Maritime contracts, it was turning out such products as power hoists, yarders, gas units, engines, and mechanical equipment. It specializes in steel and iron castings, and has a large electric furnace.

The plant is ideally situated with respect to electric power, oil fuel, and railroad transportation. It normally receives business from the entire northwest lumbering industry.

Workers are drawn principally from the neighboring agricultural districts, where many of them have small farms of their own. In normal times, almost the entire work-force is drawn from Skagit County; at present some 30 percent come from more remote areas. There being practically no other major industrial establishment for miles around, there is no serious competition for labor; many of the employees (one in every eight) have been with the company more than 5 years, despite the fact that the working force has almost doubled since June 1942, when the company first accepted a war contract. Some workers, however, have gone into the shipyards.

As regards skilled labor, the company has little or no competition from other industries; the main problem is in the low-skilled and laboring groups, which are tempted by better wages elsewhere. To meet this problem, the company has developed an upgrading program especially

[1] From report dated December 1943.

attractive to the helper group, and is employing women, about 30 in all, in the machine shop and foundry.

Out of the 425 workers, approximately one-fourth are all-round skilled workers, 22 are apprentices, and 27 are trainees.

Apprentice Training Program

Even during its earlier history, the Skagit Steel & Iron Works employed apprentices, under an informal program of training. But, early in 1941, management and labor, recognizing the value of a formal program operating under State standards, inaugurated a formal training program.

The apprenticeship program, operating under written standards approved by the Washington State Apprenticeship Council during April 1942, provides for the training of machinist, patternmaker, molder and coremaker apprentices. The standards have been approved by Lodge No. 1496, of the International Association of Machinists; Local No. 311, of the Molders and Foundry Workers; and the Pattern Makers' Association, of Seattle and vicinity.

Guidance in the administration of the apprenticeship program is provided by the Joint Apprenticeship Committee of six members equally representative of management and labor; thus each of the three cooperating unions is directly represented. The owner-manager of the plant, although not a member of the committee, is, nevertheless, its most enthusiastic supporter. The local superintendent of schools and an Apprentice-Training Service representative are consultants without vote. The director of training for the company, who administers the program, is a member without vote.

The committee meets regularly once a month, but individual members of the committee frequently discuss matters informally, and the training director keeps them fully informed on developments.

Short-Term Training Program

Excess of production demands for war production, expansion to a third shift, and an insufficiency of skilled workers and apprentices, have together made it necessary for the company to establish a short-term machinist trainee program for the duration of the emergency. At present it includes 19 operators in the machine shop and 8 in the welding section—a total of 27.

The program, established during March 1943, and under the direction of the Joint Training Committee representing management and the local lodge of International Association of Machinists, is carefully and strictly differentiated from that for apprentices. But because the trainee wage scale is higher, machinist apprentices have in the past complained and asked to become trainees. Both management and labor, however, have satisfactorily convinced the apprentices (as apprentices personally testified to the writer) that it is wiser in the long run to learn an all-round skilled trade than accept a temporary job at higher wages in a field of limited versatility and opportunities.

Most trainees are family men of middle age, many of whom already have 5 or more years of service with the company. The average age of trainees is 30 years. They are in no way differentiated from other workers, but, of course, are known by all as being in trainee status.

GENERAL MILLS, INC.[1]

Minneapolis, Minn.

Ordinarily the mechanical division of General Mills, Inc., manufactures special machinery for use in the processing of cereals. Today it is making fire control instruments for the Navy.

During the early days of flour milling, millers had their repair work done by small machine shops; but, with growth and consolidation, the larger companies found it profitable to develop their own maintenance and repair departments. As a result of the development of new products, new processes, and new packages during the past 10 years, General Mills, Inc., has found it convenient to build up its own mechanical manufacturing division for the purpose of inventing, designing, and manufacturing the machinery and equipment necessary to carry these developments into plant operation.

This called for a very high degree of all-round skill on the part of its mechanics. At the time the war broke out the company employed some 60 skilled machinists in its mechanical division, and was contemplating expansion. A large new plant recently built by a well-known machinery company became available, and was purchased by General Mills, Inc. Thus, when the company received its first major Navy contract in the fall of 1941, it was able quickly to convert to the necessary engineering changes, and expanded considerably. Today the plant employs about 1,200 workers of whom some 200 are skilled machinists, able to satisfy the most exacting requirements of the craft.

The Problem

Even before the fall of 1941, the company anticipated a shortage of all-round skilled workers, and decided to establish an apprenticeship program This program, drawn up in cooperation with the International Association of Machinists, A. F. of L., Local No. 382, and registered with the Minnesota Apprenticeship Council, was intended to provide training for young men who subsequently would become skilled journeymen. Both the company and the union were convinced of the desirability of a sound apprenticeship program.

The general bargaining agreement was signed in May 1941, and the apprenticeship standards, considered as a supplement to the bargaining agreement, were approved about the same time. Later, however, it was found necessary to extend the apprenticeship standards to permit the employment of "emergency apprentices" to meet the increasing shortage of skilled mechanics. The existing apprentice ratio, it was agreed, should remain unchanged; but, by permitting the employment of "emergency" apprentices, it was hoped to provide an increased number of skilled workers. Under this arrangement selected applicants would undergo 2 or 3 years of training as machine operators, then if satisfactory, they could receive credit for previous experience, and enter into regular apprenticeship contracts. While in training as "emergency apprentices," however, they would not have the same status or be placed on the same wage-scale as regular apprentices.

This "emergency apprentice" program, however, never actually got into operation. It was decided that requirements could best be met by setting

[1] From report dated December 1943.

up a limited specialist training program. This type of program had already been given consideration at a recent regional conference of field representatives of the Apprentice-Training Service, and was being tested by another company in Minnesota.

The suggestion was considered at a meeting of top management and shop stewards in the mechanical division, and, as recorded in the minutes of that meeting, was adopted. The name of the program was changed from "emergency apprentice" program to "emergency machine operators" training program, and a management committee of supervisors set up details and administered the program.

While the program was being worked out, the suggestion was made that it would probably prove more effective if set up by a joint training committee equally representative of management and labor, and similar to that already operating under the apprenticeship program. The plant manager was particularly convinced of the value of such a cooperative procedure and joint participation. After some slight hesitation, the natural outcome of doubts concerning the extent to which the establishment of the Joint Training Committees might intrude upon the prerogatives of management, the proposal was accepted—at least on an experimental basis.

The Apprentice-Training Service representative, who up to this point had facilitated negotiations between the company and the union on problems of training, accepted appointment as supervisor of employee training.

Organization of Joint Training Committees

All emergency training programs in the plant are conducted in accordance with the general bargaining agreement between General Mills, Inc., and Local No. 382 of the International Association of Machinists.

Each of the Joint Training Committees consists of six members. Representing management are the personnel director, the general foreman (in the machine shop) or departmental supervisor, and the supervisor of employee training. Labor is represented by three workers in the department concerned (in some instances one of these is the shop steward). In actual fact, the personnel director seldom attends meetings of the Joint Training Committees, but receives his reports from the supervisor of employee training. In the machine shop there are three representatives each of management and labor; management is represented by the head of the tool and die department and the machine shop superintendent; labor is represented by three journeyman machinists.

Labor representatives are initially appointed by the union business agent, subject to confirmation at open meeting of the General Mills Division of the union local. They are usually selected because of their intimate knowledge of problems in the departments and jobs at which they work.

The Joint Training Committees in this plant are primarily advisory. Recommendations calling for executive action on personnel matters (e. g., reclassification of individual workers) are submitted by the personnel director to the plant executive committee for approval. More general recommendations are transmitted through the supervisor of employee training to the personnel director and the monthly conference.

The monthly conference consists of the 10 shop stewards in the plant, and the production manager, the personnel director, and (in connection with training programs) the supervisor of employee training. This conference considers matters of general policy. In addition to information formally presented at these meetings concerning joint committee developments, labor

representatives are directly informed by workers on the committees. Plant executives likewise receive additional information from shop and department officials on the committees. In this way both management and labor at both upper and lower levels of operation are kept thoroughly informed on developments, recommendations, and decisions.

The initial recommendation to consider women in the emergency machine operators program was made at a meeting of the joint committee during March 1943. The minutes of that meeting are sufficiently interesting to quote in detail:

> "In reviewing the demands of Selective Service for all men between the ages of 18 and 38 the committee came to the following conclusions: Formal training in the Vestibule School should be directed toward women unless men were found who would fall into the following classifications: (*a*) Men with machine-shop background; (*b*) unfit for military service; (*c*) large number of dependents; and (*d*) over draft age. The committee gave considerable thought to the growing shortage of men who, through their years of experience, were capable of performing on key jobs. As a solution of this problem, the committee recommends that qualified machinists on semiautomatic and automatic machines be transferred to machines where their skills can be utilized to a greater extent, and replaced by set-up men who may be assisted by helpers."

Functions of Joint Training Committee

The Joint Training Committees develop, establish, and, as necessary, revise the training programs with which they are associated. They maintain and review the progress records of all trainees under their jurisdiction, and make recommendations either for reclassification and advancement in individual cases or for additional training where the need is indicated. Cases on which reports are to be prepared for consideration by the joint training committee are made by the labor representatives on the committee. These cases are distributed among the labor members by joint understanding between themselves. They assist the supervisor of employee training in setting up job descriptions and wage classifications, and explain to other workers, and especially to trainees, what the committees are trying to do. And they investigate and try to adjust complaints received from trainees and others concerning the operation of the training programs.

Training committees are required to meet once a month, and to report their findings, recommendations, and decisions to the plant monthly conference.

Because any recommendation for promotion of a trainee by a Joint Training Committee is submitted to the executive committee for approval, the Joint Training Committee must justify each such recommendation. This in turn means that the committee necessarily must make careful job analyses and job classifications. These analyses are not handed down to the Joint Training Committee by the management, but are developed by the committees themselves for consideration by the management. In this way problems receive deliberate consideration and are thoroughly understood by the workers before they are even submitted to the management for final disposition.

Upgrading is determined on the basis of the Joint Training Committee decisions. By mutual, though unwritten, understanding between labor and management, rotation and transfer of trainees between different machine tool classifications is prohibited.

At a typical meeting of the Joint Training Committee in the inspection department, there are present three representatives each of management and labor. Among the labor representatives is a young woman employed as a bench inspector. The meeting takes place around a large table in a pleasant, quiet, sunny room. The meeting opens punctually and lasts for approximately 90 minutes. The problem under discussion is the re-engineering of the inspection department, the setting up of job titles and rates, and the consideration of certain trainees to determine whether or not they should be recommended for advancement. The uninitiated observer cannot tell which members represent management and which represent labor. The participants are all intelligent and businesslike. The proceedings are quiet and orderly, and discussion is stimulating, thorough- and practical. Decisions are arrived at deliberately. One of the members of the conference draws charts and records data on a blackboard. His presentation would be worthy of that of any competent skilled teacher. Decisions are recorded by the supervisor of employee training. The committee clearly understands that it is making not decisions, but recommendations.

Value of Joint Training Committees

Asked for his opinion on the functions and value of joint training committees, the president of General Mills, Inc., expresses general approval. General Mills, Inc., he states, has for many years cooperated with organized labor in a joint labor relations policy, with beneficial results. The value of this type of relationship cannot be emphasized too strongly.

Joint training committees, he says, are an integral part of the general joint management-labor procedure. They serve a special function of considerable value to both management and labor. Applied at the lowest level of operation on a continuing routine basis and as part of regular operating procedures, they deal with matters of reclassification, upgrading, and advancement of workers in training. Because both management and labor are represented on training committees, their recommendations carry considerable weight, and minimize incipient grievances and complaints which, if not immediately adjusted, might develop into more serious problems for both shop stewards and company executives.

Joint training committees, says the company president, introduce flexibility, and permit of maximum and earliest possible utilization of skills as acquired. They make possible wage adjustment and upgrading as a continuing function operative between periods of automatic increase as specified in bargaining agreements.

The company's experience with the joint training committees, he qualifies, is limited. The first such committee was established in the company's mechanical manufacturing division at Minneapolis only in September 1942. Therefore, any attempt to estimate their full value is subject to future developments. On the basis of past experience, however, he inclines to the belief that this same type of committee procedure could successfully be applied in industrial plants of any size. Probably in small plants similar results could be obtained through general joint plant committees; but in larger establishments, especially those faced with wartime training problems, the specialized Joint Training Committee has a real function.

Undoubtedly of value during periods of rapid growth and expansion, he says, the Joint Training Committee would probably prove of even greater worth during critical periods of reduction in working force, insuring fair treatment to all and maintenance of recognized labor standards.

BELMONT RADIO CORPORATION [1]

Chicago, Ill.

The Belmont Radio Corporation, employing almost 2,000 workers of whom 80 percent are female, has the Army-Navy E award for its production of radio and communications equipment, and has a bargaining agreement with United Electrical, Radio, and Machine Workers of America (C. I. O.).

The Training Problem

The training problem first became evident during the Spring of 1942, when the company experienced a noticeable lack of skilled solderers and wirers. Mounting Army contracts necessitated conversion of the plant and training of workers to meet Army requirements and inspection standards in the manufacture of material. Because the product manufactured was only slightly changed in structure, the same workers could be used; but, because it was necessary to make a heavier commodity subject to much more stringent inspection specifications, it was found that retraining would be necessary. At the same time, many men were leaving to enter the armed forces, as a result of which upgrading was indicated. Initial replacements were made from existing male workers, employed as stock chasers and assemblers; but it was soon found necessary to upgrade women; and, in some instances, departments which prior to that time had employed no women would, it observed, have to be filled almost entirely with women. Even the testing and inspection departments were thus opened to female employment, regardless of the fact that it was found generally easier to obtain deferments for men employed in these occupations. By breaking down the testing and inspection procedures into their component parts it has been found that women can satisfactorily work on these operations.

Establishment of a Trainiing Program

The first suggestion as to the manner in which the training problem could be met was received from a publication of the War Production Board, describing the functions and value of plant training committees. Such a committee was established, but it did not operate effectively until the summer of 1942, when a representative of the Apprentice-Training Service demonstrated how it could function. He described training programs in other plants, and the manner in which the joint committees had demonstrated their effectiveness, and given the management assistance in clarifying its relationships with the union. Joint discussions led to the appointment of the Joint Training Committee, equally representative of management and labor, and the formulation of a written program of training covering the proposals agreed upon. To satisfy immediate requirements, the program was applied to the training of women in wiring and soldering, and of men in inspection work. Anticipating a total need for from 500 to 1,000 trainees, notices were published advising employees, who wished to enter upon a training program, to register as applicants. Some 300 immediately responded, even though the notification stated that classes would be held on the employees' own time. So successful was this initial experiment that the program has since been extended to cover the entire plant.

[1] From report dated April 1943.

Functions of the Joint Committee

The plant has only one joint training committee, which functions throughout the plant. It consists of the chief inspector, the quality engineer, and the personnel manager, representing management; and the president of the union (who is an inspector in the inspection department), an inspector, and an electrical tester, representing labor. The works manager and the chief shop steward act as nonvoting consultants to the committee. The committee meets every 2 weeks on Tuesday afternoon during working time.

The functions of the committee are to select from employee applicants those who shall be admitted to the classes; and to examine trainees, and recommend them for advancement or reclassification. Trainees are selected by the Joint Training Committee on the recommendation of the labor representatives on the committee. When a new class is to be established, the labor members of the committee interview applicants, and report their recommendations to the Joint Training Committee. After every 12 hours of instruction a report is made to the Joint Training Committee concerning every individual in the class. The Joint Training Committee then decides whether or not to recommend the trainee for advancement in the training program. If the trainee has unsatisfactory grades, the committee may decide to require that he or she repeat the class or shift to another class in the same subject. Committee decisions are final. The committee, however, has nothing to do with the wage scale or the classification of workers other than trainees.

Value of Joint Training Committee

In the opinion of the management, the Joint Training Committee is of considerable value under present conditions. It reduces the extent to which management has to worry about detailed personnel problems of either minor significance or which might, unless handled immediately, give rise to serious grievances. It also helps considerably in breaking down the various operations performed throughout the plant, and in explaining to the working force the significance of and need for these changes. However, in the opinion of the management, this same type of committee would probably have little justification for existence in the post-war period. The total work force will probably have to be reduced to a normal total of slightly more than half of its present complement. More than 200 employees in the armed forces already have seniority and will be restored to their jobs, in which they are already skilled. Many more workers will be available than will be needed, and training will not be a serious problem.

PART II

GROWTH OF JOINT PARTICIPATION IN INDUSTRIAL TRAINING

The national apprenticeship program was a godfather to the labor-management committee idea as it has been developed to its present dynamic state.

Back in 1934, under NRA, the Government officially recognized the need for its assistance in a national apprenticeship program to aid in the perpetuation and extension of the skilled trades. The Federal Committee on Apprenticeship was conceived. It consists of two representatives each from labor and management; and two representatives from Government. It is the important policy-forming "top-sides" in the national apprenticeship and training movement.

Serving on this committee today are these men who have distinguished themselves in labor and management: William L. Batt, president of S. K. F. Industries, Inc.; Channing R. Dooley, manager of Industrial Relations, Socony-Vacuum Oil Co.; John P. Frey, president, Metal Trades Department, American Federation of Labor; and Clinton S. Golden, assistant to the president, United Steelworkers of America. Representing Government are Clara M. Beyer, Assistant Director, Division of Labor Standards, United States Department of Labor, and Layton S. Hawkins, Chief, Trade and Industrial Education, United States Office of Education, Federal Security Agency. William F. Patterson, who is director of the Apprentice-Training Service, serves as executive-secretary of the committee.

To transmit the policies of the committee and to furnish guidance to industries formulating training systems, an operating staff developed. Beginning with a few men whose experience in labor, management, vocational education, and on-the-job training proved them expert in analyzing manning and training needs, the staff was enlarged again and again to meet industry's growing demand for its services. In March 1937, this staff was established as a Government agency by act of Congress. This is the Apprentice-Training Service that now functions within War Manpower Commission, having been transferred there from the Department of Labor by Executive order. Its staff has grown beyond 200 to provide assistance to war industries, furnishing them with over-all training information and advice. It has proved especially helpful during this period in helping industry to develop the skills needed in men and women to perform essential war jobs.

Cooperation All the Way Down the Line

The joint committee pattern which begins with the Federal Committee on Apprenticeship extends to State, local area, and individual plant-training programs.

In 24 States and the Territory of Hawaii, there are apprenticeship councils, each made up of an equal number of representatives of employers and employees, and, usually, of a representative from one or two interested State agencies.

These State joint councils review and register apprenticeship programs, usually stated in sets of standards; review and register apprenticeship agreements between individual employers and their apprentices; adjust and interpret important points affecting registered training programs; secure and maintain cooperation of interested State agencies and State associations of

employers and employees; and generally assist in carrying out the policies of the Federal Committee on Apprenticeship.

The Apprentice-Training Service acts as operating agency in the field for State councils just as it executes the policies laid down by the Federal Committee on Apprenticeship.

A number of national employer associations and trade unions have national joint committees to develop national training standards. These national committees encourage their local employer and labor affiliates to develop training programs consistent with their national standards.

In communities and areas where there are employer associations and labor organizations for trades, local joint apprenticeship committees are set up frequently for respective trades. Their functions are similar to the national committees, but on a local scale.

Finally the joint committee pattern penetrates to the very heart of labor supply—into the plant itself. In every organized plant with registered training programs, a joint committee establishes the policies of the program.

They "Roll Up Their Sleeves"

Local and plant joint committees, being right in the working arena, are more than sponsors and planners. They roll up their sleeves and go to work in coordination with the training director. In committee meetings they review the training activity as it goes along both on-the-job and in the classroom.

There are now 1,310 of the Joint Apprenticeship Committees, 375 in industrial plants having their own apprenticeship programs, and 935 representing about 28,700 establishments that are cooperating under group trade programs.

The American public can be grateful to joint committees for their work in planning and operating training systems. Their task has breeched thousands of manpower gaps and contributed to successful production during war.

Second only to this accomplishment in training to speed production, has been the perpetuation of high American trade standards through labor-management encouragement of apprenticeship. This will be recognized of first importance in the post-war era when skilled craftsmen will be required for reconversion and for improved civilian production.

The record of joint committee activity in apprentice and short-term training developments appears in every publication of Apprentice-Training Service, from the original "The National Apprenticeship Program" to current bulletins such as "Simplified Training Speeds Shell Production." Apprentice-Training Service information leaflets such as the latter describe actual programs successfully in operation, which, by example, assist industrial training chiefs in plotting their own improvements. Each bulletin is an exposition of joint-committee accomplishment, analyzed simply so that the plan can be applied easily by others—very frequently by other joint committees.

In gathering the data for these information leaflets, the Apprentice-Training Service staff finds that the joint committee involved extends splendid assistance, making the story complete and easy to tell. So it's not only a matter of the Joint Training Committees working wonders in their own plants, but also of helping to get their new training techniques to the rest of the trades so that all who can, will be benefited.

Apprentice-Training Service

PUBLICATIONS RELATING TO JOINT COMMITTEE PARTICIPATION

Descriptions of Some Individual Training Programs

Serial No.

- S-14 Braniff Airways, Inc., Brownsville, Tex., September 1939.
- S-15 Lockheed Aircraft Corporation and Vega Airplane, Burbank, Calif., April 1941.
- S-45 J. H. Williams & Co., Buffalo, N. Y.
- S-68 Bowen Products Corporation, Ecorse, Mich., 1941.
- T-4 American Airlines, Inc., New York, N. Y., January 1941.
- T-91 Pennsylvania-Central Airlines, Inc., Pittsburgh, Pa., July 1941.
- T-105 Vultee Aircraft, Inc., Nashville, Tenn. Division, January 1942.
- T-106 Tennessee Valley Authority, Knoxville, Tenn., January 1942.

Training Apprentices for War and Post-War Work: Review of apprenticeship system of the Murray Corporation of America, Detroit, Mich.

Apprenticeship Program of Chicago Pattern Makers' J. A. C.: Detailed review of activities of the Joint Apprenticeship Committee.

St. Louis, Mo. and Vicinity Machinist Apprenticeship: Apprenticeship provisions, apprenticeship agreement, record forms, official endorsements, etc.

Training Problems in War-Production Plants: A six-plant study revealing how their problems were overcome.

Simplified Training Speeds Shell Production: Short-term training at the shell-producing plant of the Holfast Rubber Co., Atlanta, Ga.

Emergency Training Program, Westcott Valve Co.: An exposition of the utilization of older workers in this East St. Louis, Ill. plant.

Training New Employees Quickly in the Textile Industry: Over-all training system, short-term and apprenticeship, in textile mills in the South.

Other Relevant Bulletins Issued in 1943

The Wartime Program of the Apprentice-Training Service: Describes how this agency has assisted industry in establishing both short-term and apprenticeship programs.

The National Apprenticeship Program: Review of development of apprenticeship in this country and how apprenticeship systems are established.

Apprentice Training for America's Youth: Stresses apprenticeship for 16- and 17-year-old boys.

Training Women for War Work: Outlines 10 features of short-term training systems.

M+H 27734

REGIONAL OFFICES

War Manpower Commission

Apprentice-Training Service

For information regarding the services of field representatives of the Apprentice-Training Service in the establishment of apprenticeship systems and other types of in-plant training programs, communicate with the representative at the nearest regional office listed below:

Region I (Maine, N. H., Vt., Mass., R. I., Conn.)	Joseph E. Johnson, Acting Supervisor, Room 744, 55 Tremont Street, Boston 8, Mass.
Region II (New York State)	John M. Marion, Supervisor, Room 617, Old New York State Building, New York, N. Y.
Region III (Pa., N. J., Del.)	Glenn H. Feller, Supervisor, Room 922-925, Stephen Girard Building, Philadelphia 7, Pa.
Region IV (Md., Va., W. Va., N. C., D. C.)	Robert F. Handley, Supervisor, Room 207, 433 Third Street, NW., Washington 25, D. C.
Region V (Ohio, Mich. Ky.)	John E. Morley, Supervisor, Room 674, Union Commerce Building, Cleveland, Ohio.
Region VI (Ill., Ind., Wis.)	Cecil L. Utterback, Supervisor, 222 West Adams Street, Chicago, Ill.
Region VII (S. C., Ga., Tenn., Miss., (Fla., Ala.)	J. M. Parmelee, Supervisor, Room 622, Grand Theatre Building, Atlanta, Ga.
Region VIII (N. Dak., S. Dak., Nebr., Iowa, Minn.)	John F. Barrett, Supervisor, Room 500, Midland Bank Building, Minneapolis, Minn.
Region IX (Mo., Kans, Ark., Okla.)	Taylor F. Custer, Supervisor, Room 1600, Fidelity Building, Kansas City 6, Mo.
Region X (La., Tex., N. Mex.)	Travis J. Lewis, Supervisor, 6th Floor, Mercantile Bank Building, Dallas 2, Tex.
Region XI (Mont., Idaho, Utah, Wyo., Colo.)	Edw. E. Goshen, Supervisor, Room 614, Security Life Building, Denver 2, Colo.
Region XII (Oreg., Wash., Ariz., Nev., Calif.)	Broncel R. Mathis, Supervisor, Room 701, Western Furniture Exchange and Merchandise Mart., San Francisco 3, Calif.

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